



RESEARCH REPORT

Catalog number	97005
Date:	October 3, 1996
Subject:	Rabies/Animal Control Privatization
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ISSUE

Senior management endorsement of recommended competitive privatization options for Rabies/Animal Control (R/AC).

BACKGROUND

Maricopa County currently provides animal control services to 19 of the 24 incorporated municipalities and all unincorporated areas of the county. These services include licensing, animal shelter and field services. The County currently outsources spay/neuter clinics at both R/AC facilities, through a contract with Animal Foundation International. The Arizona Humane Society and the Animal Foundation International have communicated an interest in exploring potential service delivery enhancements and cost efficiencies through public/private partnerships.

DISCUSSION

Competitive privatization of R/AC services is geared towards service delivery enhancement, an increase in efficiencies and cost containment. The key to a successful competitive bidding process is the development of a solicitation document that conveys managements' objectives. This report provides senior management with the information necessary to make an informed decision regarding R/AC privatization options and endorsement of recommendations. Timing is critical due to current IGA negotiations with the cities, and issues outstanding regarding the County's ability to recover past due expenditures.

Maricopa County R/AC provides protection to it's citizens from rabies exposure and reduces the risk of animal inflicted injuries and other communicable diseases that are transmitted through contact with stray and unvaccinated animals.

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The Arizona Revised Statutes require counties to provide the following mandated services:

- Operation of the shelter(s)
- Adoption or euthanasia of animals
- Licensing of animals
- Impoundment
- Rabies vaccinations
- Response to calls for pickup of animals

In addition to the above services, Maricopa County R/AC currently provides the following non-mandated services:

- Patrols
- Adoption program
- Foster care program
- Rabies vaccinations for cats
- Community education program

Animal patrols fall under field services. The field services budget exceeds \$2,300,000 in expenditures with recovery of less than \$8,000 (revenues). Approximately 80% of field calls (complaints) are responded to by a field officer within the same day. The County investment in alternative systems to respond to calls for pickup of animals will better address these animal pickup issues.

A Comprehensive Program Budget Review (CPBR) was performed on the R/AC program in 1995. The CPBR recommended the reduction of middle management positions, offset by an increase in direct service providers, and an increase in organizational efficiency. The FY 1996-97 budget does not reflect the institution of these recommendations. The budget includes an 11% increase in staffing levels, or a total of 14 additional positions, of which 7 are new administrative positions and 7 are new animal control officers. The budget also includes a total of 33 administrative positions.

R/AC FY 1996-97 Goals include:

Increase in license sales by 5%.
Reduction in the rate of euthanasia for impounded dogs and cats by 7%.
Increase in animal adoptions by 7%.

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R/AC performance measures, statistics and trends are provided below:

PERFORMANCE MEASURES							
<u>Statistics</u>	<u>1993-94</u>	<u>1994-95</u>	<u>Variance Incr/(Decr)</u>	<u>Percent Variance</u>	<u>1995-96</u>	<u>Variance Incr/(Decr)</u>	<u>Percent Variance</u>
Animal bite reports	7,562	7,758	196	2.6%	7,500	-258	-3.3%
Animals impounded	57,726	56,318	-1,408	-2.4%	57,460	1,142	2.0%
Citations	6,886	4,844	-2,042	-29.7%	6,200	1,356	28.0%
License violation warnings	12,531	11,570	-961	-7.7%	15,000	3,430	29.6%
Bite animals quarantined	5,763	5,668	-95	-1.6%	5,600	-68	-1.2%
Tick dips	5,378	5,920	542	10.1%	6,000	80	1.4%
Animals euthanized	36,115	33,571	-2,544	-7.0%	34,200	629	1.9%
Animals released to owner	8,544	8,949	405	4.7%	9,150	201	2.2%
Animals adopted	12,498	13,113	615	4.9%	14,916	1,803	13.7%
Animals sterilized	5,461	5,861	400	7.3%	14,916	9,055	154.5%
Rabies vaccinations - dogs	22,066	21,723	-343	-1.6%	25,172	3,449	15.9%
Rabies vaccinations - cats	334	980	646	193.4%	1,800	820	83.7%
Licenses sold	219,192	221,193	2,001	0.9%	251,433	30,240	13.7%
Kennel permits	24	50	26	108.3%	40	-10	-20.0%

ANIMALS IMPOUNDED BY FACILITY

<u>EASTSIDE FACILITY IMPOUNDS</u>			<u>WESTSIDE FACILITY IMPOUNDS</u>		
	<u>1994</u>	<u>1995</u>		<u>1994</u>	<u>1995</u>
DOGS	18,136	18,078	DOGS	19,213	19,668
CATS	12,032	12,211	CATS	7,526	7,207
OTHERS	392	292	OTHERS	78	67
TOTAL	30,560	30,581	TOTAL	26,817	26,942

ANIMALS IMPOUNDED BY ORIGIN

<u>IMPOUNDED BY FIELD</u>			<u>BROUGHT IN FACILITY</u>		
	<u>1994</u>	<u>1995</u>		<u>1994</u>	<u>1995</u>
DOGS	23,469	22,558	DOGS	13,880	15,188
CATS	5,540	3,601	CATS	14,018	15,817
OTHERS	182	199	OTHERS	288	160
TOTAL	29,191	26,358	TOTAL	28,186	31,165

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ADOPTED		
<u>EASTSIDE FACILITY</u>		
	<u>1994</u>	<u>1995</u>
DOGS	5,116	5,194
CATS	3,114	3,173
OTHERS	-	3
TOTAL	8,230	8,370
<u>WESTSIDE FACILITY</u>		
	<u>1994</u>	<u>1995</u>
DOGS	3,783	3,767
CATS	1,161	1,750
OTHERS	-	-
TOTAL	4,944	5,517

RELEASED TO OWNER		
<u>EASTSIDE FACILITY</u>		
	<u>1994</u>	<u>1995</u>
DOGS	4,303	4,298
CATS	449	320
OTHERS	111	94
TOTAL	4,863	4,712
<u>WESTSIDE FACILITY</u>		
	<u>1994</u>	<u>1995</u>
DOGS	3,734	3,715
CATS	183	166
OTHERS	15	17
TOTAL	3,932	3,898

EUTHANIZED/DOA		
<u>EASTSIDE FACILITY</u>		
	<u>1994</u>	<u>1995</u>
DOGS	8,241	8,585
CATS	8,592	8,538
OTHERS	222	157
TOTAL	17,055	17,280
<u>WESTSIDE FACILITY</u>		
	<u>1994</u>	<u>1995</u>
DOGS	11,649	12,072
CATS	5,726	5,677
OTHERS	59	45
TOTAL	17,434	17,794

CONCLUSION

Under the leadership of a new director, Rabies/Animal Control will be able to compete with the private/public sector and provide service delivery levels which respond to Board direction through the County Mission, Vision and Strategic goals.

Privatization of all mandated services and restructuring/reallocation of non-mandated resources will allow R/AC to meet the goals set forth for FY 1996-97. Fiscal improvements will be possible through cost savings and efficiencies created.

RECOMMENDATION

It is recommended that the following services be competitively bid:

1. Operation of shelters.
2. Adoption or Euthanasia of animals.
3. Licensing of animals.
4. Impoundment.
5. Rabies vaccinations (dogs and cats).
6. Response to calls for pickup of animals.

Additional recommendations include:

- Leave the foster care program and community education program in-house.

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- A system be developed for response to calls for pickup of animals. This methodology will replace the current patrols. Future IGA's to include a provision for requested "patrols" wherein municipalities reimburse the county monthly for actual expenditures.
- The County will remain responsible for all IGA's.
- All revenues will be paid to the County.
- The solicitation allows the successful contractor to use the County's facilities at no charge, or furnish their own. The contractor will be responsible for utilities, upgrades and any remodeling costs.
- Pricing recommendations:
 - A yearly fee to manage the operation.
 - A per day fee for the kenneling of animals.
 - A per animal fee for adoption and sterilization of animals.
 - A per animal fee for the pickup of animals as requested.
 - An emergency medical fee schedule.